

2020-2021 Funding Plan

**AUCKLAND REGIONAL AMENITIES
FUNDING BOARD**

April 2020

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Chair's Report

Kua raranga tahi tātou he whāriki, hei hāpai ake ngā whānau o Tāmaki Makaurau.

Collectively, we weave a mat that elevates the people of Auckland.

The 2020-2021 Funding Plan is the first presented since I assumed the role of Chair in July 2019 and will represent the twelfth year the Funding Board has distributed grants to the Specified Amenities.

Since the inception of the current funding arrangement the entities have grown their products, services and facilities and, where appropriate, expanded their reach across the Auckland region. More people than ever are benefiting from the role these entities have in serving the greater Auckland area.

Aucklanders have experienced a vibrant arts scene; safe bustling beaches and harbours; and stimulating educational and cultural facilities with increasing levels of activities provided by the entities receiving regional funding. Aucklanders should be proud of the contributions these organisations are making towards Auckland being an exciting and dynamic international city.

In 2020-2021 the entities have again been looking to further enhance the experiences enjoyed by those interacting with their organisations, using the facilities, or attending shows or educational programmes and productions put on for the public to enjoy.

During calendar year 2019, several of the Specified Amenities embarked upon reviews on how their organisations are managed at a governance and / or operational level. In particular, the Auckland Philharmonia Orchestra (APO) undertook a significant independent review of its operations and delivery model. That resulted in recommendations the Funding Board considered and is supportive of, with the board and management of the APO signalling its plan for implementation.

On 9 March 2020, following an affirmative vote to merge all coastguard operations into Royal New Zealand Coastguard Inc., Coastguard Northern Region Inc. wrote to the Funding Board withdrawing its funding application for 2020-2021. The funding plan has therefore been amended throughout to reflect that Coastguard Northern Region Inc. will not receive grant funding in 2020-2021.

Since the Funding Board commenced operating it has garnered a large amount of knowledge regarding the operation of the Specified Amenities. The board considers it has followed a rigorous assessment process when considering the annual funding applications and determining the allocation of grants for 2020-2021.

It is again pleasing to see in the funding applications received and assessed by the Funding Board that, where appropriate and practical, further specific outcomes relating to the interests of Māori are being incorporated into the day to day operations of the Specified Amenities. Some of these initiatives are detailed in the summaries prepared by each organisation further on in this plan.

The grants to specified amenities in 2020-2021 will total \$14,340,500, and the levy for the eight Specified Amenities remains the same as 2019-2020.

As in previous years, the Specified Amenities continue to return a significant proportion of the annual levy back to Auckland Council in the form of rent, hire charges, rates, and regulatory charges. In 2020-2021 that amount is estimated to be close to \$2.0 million. It is important, in the interests of financial transparency, that these transactions are properly recorded to reflect the true costs of providing these services for the enjoyment of Aucklanders.

The rapidly changing nature of Auckland and its recognition as a destination city has put pressures on the Specified Amenities that were not present five to six years ago. For example, the exceptionally high demand for inner-city hotel accommodation continues, has meant those amenities that rely on overseas artists to deliver performances have faced significant cost increases as hotel occupancy rates remain at record high levels.

COVID-19 Pandemic

As the Funding Board was waiting to conclude the grant funding and annual levy process for 2020-2021 the impacts of the COVID-19 pandemic overtook many aspects of business and community life around New Zealand. A state of national emergency was declared, and a nationwide Level 4 lockdown was instigated for a five-week period initially, dropping to lesser degree of lockdown over an extended period of time.

In light of the very significant fiscal impacts of the pandemic, the Specified Amenities collectively and unanimously agreed, to limit their grant requests for 2020-2021 to the same level received in 2019-2020.

The disruption to the day to day and long-term operations of many businesses and organisations in New Zealand is monumental and unprecedented. In the short time available to finalise the 2019-2020 Funding Plan it was extremely difficult for the Specified Amenities to accurately assess the full impacts of the changes.

The Funding Board therefore decided that the Funding Plan will not be updated to reflect the changed business environment the Specified Amenities are operating within. The financial information has been updated, but the commentaries provided by the Specified Amenities at pages 19 through 41 have not been updated. It is anticipated that the activities undertaken by each organisation will or may differ significantly from those originally anticipated.

The Funding Board acknowledges the leadership taken by the Amenities Board and the Specified Amenities to reduce the fiscal demands on the ratepayers of Auckland in 2020-2021 by limiting their grant requests to the same level as 2019-2020.

I would like to take this opportunity to thank my Board colleagues for their diligence and professional work during the development of the 2020-2021 Funding Plan. They all approach their work for the Funding Board with a high degree of commitment and integrity and have worked in an extremely agile manner to respond to the impacts of the COVID-19 pandemic. Individually and collectively, they bring a wealth of experience, skills and abilities that continues to give me confidence that the 2020-2021 Funding Plan is one that delivers a mechanism to provide adequate, secure and sustainable funding within a fiscally responsible framework.



Anita Killeen
Chair

April 2020

Introduction

This Funding Plan, covering the period 1 July 2020 to 30 June 2021 is the twelfth plan published by the Auckland Regional Amenities Funding Board, (Funding Board).

The 2020-2021 Funding Plan represents the eleventh year that the Funding Board has assessed and recommended the distribution of grants to the Specified Amenities, and it will be the twelfth year that grants will be distributed to the amenities. The Funding Board believes that the levels of funding proposed in this plan are in line with the key funding principles outlined in the Act, and in accordance with the primary purpose of the Act, namely the provision of a mechanism for adequate, sustainable and secure funding for the Specified Amenities.

Background

The Funding Board was established with the introduction of the Auckland Regional Amenities Funding Act 2008. The Act introduced a levy to be imposed on Auckland Council. The levy is collected by the Funding Board and distributed as grants to the Specified Amenities named in the legislation. The purpose of the Act is to establish a mechanism that provides funding to support the on-going sustainability of the organisations named in the Act who deliver arts, culture, recreational, heritage, rescue services and other facilities and services to the wider population of the Auckland region. All amenities make significant contributions towards making Auckland an attractive global city.

In this twelfth year, the maximum funding permissible as defined in the Act of being no more than 2% of the rates collected by Auckland Council in the previous financial year. For 2020-2021, the maximum levy cap has been calculated as \$36,040,000. The Funding Board assesses each application on its merits and does not regard the maximum levy cap as either a target or a notional budget to work towards. The 2020-2021 levy represents 40.7% (45.12% - 2019-2020) of the levy amount permitted under the legislation.

On a day to day basis, the Funding Board is not responsible for the governance of any of the entities named in the Act. The sole purpose of the Funding Board is to administer the provisions of the Act which primarily comprises determining the levy to be collected from Auckland Council, and then distributing that as grants to the Specified Amenities. Each of the Specified Amenities retains its own board of governance and management and is therefore responsible for the decisions made regarding the operations of the organisation. Decisions made by an amenity that may have operational funding implications do not automatically trigger an increase in grant funding to contribute to any increased costs associated with those decisions.

Similarly, increased public expectations of service delivery need to be tempered with the willingness of the public and other users to pay for such services. If other users of a service are unwilling or unable to increase the amounts paid, it does not automatically mean that increased grant funding will be made available through this regional funding process.

Additionally, the availability of regional funding via the Funding Board for the Specified Amenities does not replace the requirement for each of the Specified Amenities to continue raising funds from other sources. The Funding Board is aware that in some cases, the ability for some of the amenities to access those resources is becoming more challenging, in part because they are a recipient of funding via the Funding Board. In other instances, continued support from the Funding Board may assist, providing confidence to other funders around matters of relevance, sustainability and governance of the amenity. Some amenities are particularly successful with their fundraising activities, reducing their reliance on this grant funding. Whatever circumstances apply, the Board is cognisant of both the statutory requirement and Auckland Council's request that amenities must make all reasonable endeavours to maximise funding from other available funding sources.

Grants provided through the regional funding provisions, are assessed on an annual basis. That means annual funding applications are assessed on their own merit, allowing changes in economic and environmental matters to be considered as they arise. It allows grants to either increase or decrease as the Board considers appropriate, noting that the Act does not stipulate that annual grant funding should remain at a minimum or constant level.

The relative certainty of obtaining on-going regional funding via the Act enables each of the amenities to plan both strategically and operationally. Over time that funding security has enabled amenities to demonstrate to the Funding Board significant improvements, both in regional reach and the quality of the services being delivered to residents of Auckland.

The grants distributed to the amenities are derived from a levy paid to the Funding Board by Auckland Council, and by extension, the ratepayers of Auckland. Both the Funding Board and amenities are aware of the source of this funding; accordingly, each amenity ensures that advertising, promotional material and funding acknowledgements recognise the role of Auckland Council and the ratepayers of Auckland.

The Funding Board recognises that for some of the amenities the grants are the largest single source of funding received. However, there are also numerous other partner organisations involved in supporting them and funding many aspects of the amenities work, some of which is highlighted in this Plan. That is important, as the nature of much of their work is dependent upon developing and maintaining strong links with partners to ensure consistent and sustainable service delivery.

The Funding Board has not received any requests from Auckland Council to consider adding new Specified Amenities.

Auckland Council

The Funding Board remains mindful that it must act in accordance with the legislation and needs to fulfil its obligations to provide a mechanism for adequate and sustainable funding to the Specified Amenities. The Funding Board undertakes a thorough and comprehensive review of all applications received to ensure that the amount provided is justified and that the Board is fulfilling its legislative requirements. The Funding Board welcomes regular meetings with Auckland Council representatives to learn of the issues facing the Council as well as the goals and aspirations Auckland Council is hoping to achieve.

Principles of the Act

The funding principles are embodied in s.21 of the Auckland Regional Amenities Funding Act 2008. These principles are summarised below:

1. the primary purpose of the funding is to contribute to the expenses that the specified amenity must incur to provide its facilities or services; and
2. funding is not available for capital expenditure; and
3. funding is not available for any part of facilities or services that the specified amenity provides outside the Auckland region; and
4. funding is not available for facilities or services that at any time in the five years immediately before the date on which the Funding Board or the Auckland Council applies this paragraph have been provided funding by –
 - i. a Crown entity as defined in section 7(1) of the Crown Entities Act 2004; or
 - ii. a department specified in Schedule 1 of the State Sector Act 1988; and
5. funding for the retention and preservation of a specified amenity's library or collection takes priority over the amenity's other expenses; and
6. funding is available only if the specified amenity has made all reasonable endeavours to maximise its funding from other available funding sources; and
7. total funding for all Specified Amenities assessed for a financial year must not exceed the maximum total levy for that year under section 34; and
8. total funding for all Specified Amenities assessed for a financial year should have regard to Auckland Council's proposed rates increases for the forthcoming year; and
9. funding is available only if the specified amenity has made all reasonable endeavours to align its activities (in the Auckland region, and for which it seeks funding) with the objectives of the Auckland Plan, including by adopting relevant performance measures.

Note: (8) and (9) above were introduced by Auckland Council on 25 November 2012.

Under provisions within the Act, the Funding Board must have regard to the Funding Principles when considering a funding application from a Specified Amenity and Auckland Council must decide whether to approve the recommended levy, after also having regard to those Funding Principles.

Each year the Funding Board requests that Specified Amenities complete an application form (currently in eight parts) seeking comprehensive information about the organisation:

- (1) Overview of Services
- (2) Performance targets – Activity and Alignment
- (3) Governance and related structures
- (4) Financials
- (5) Revenue in detail
- (6) Expenditure in detail
- (7) Future financials
- (8) Other matters – including sustainability measures.

Having received applications from Amenities that wish to be considered for funding, the Board reviews these and seeks any supplementary information it requires. As specified in the Act, the Funding Board Chairperson and an Auckland Council representative met to confer before the Draft Funding Plan is publicly notified for submissions over a one-month period. The Funding Board then publicly considers any written and/or oral submissions, considers that material, makes any modifications to the Plan that it considers appropriate in light of the submissions and then refers the Funding Plan to Auckland Council seeking approval of the Board's recommendation on the levy.

The above process involves the provision and review of substantive amounts of information about each Specified Amenity. It includes declarations from each that their application complies with the Funding Principles (with any additions) set out in Section 21 of the Auckland Regional Amenities Funding Act 2008.

In addition to the comprehensive amounts of information submitted as part of the annual application by each amenity, the Funding Board's independent auditors also conduct their own sample checks annually to verify adherence to the Funding Principles. That involves reviewing the entire funding application and subsequent reporting processes for an amenity over a two-year period.

In light of the above, the Funding Board:

- having considered the information and declarations provided in support of the Specified Amenities respective funding applications for 2020-2021; and
- having had regard to the Funding Principles as defined in s21 of the Act,

is satisfied that the Specified Amenities and the Funding Board are following the principles within the Act as set out on page 8.

Allocation of Grants

The Funding Board has undertaken a rigorous examination of the funding applications made by the Specified Amenities and has made an allocation of grants for the 2020-2021 financial year.

Each Specified Amenity that wishes to be considered for a grant under the provisions of the Act is required to submit a funding application in accord with the requirements of the Act. The Funding Board has exercised its right under the Act to request additional information. A comprehensive funding application form is used to capture the minimum information specified under the Act, as well as more detailed information to verify compliance with Funding Principles outlined in section 21 of the Act. That includes illustrating the steps each of the Specified Amenities take to align activities with the objectives of the Auckland Plan and the outcomes it seeks.

The table on page 11 sets out the allocation of grants to each of the Specified Amenities. Any conditions placed on the grants or directions on how a portion of the grant is to be used by the amenity are listed after the table.

The Funding Board is aware that the key purpose of the Act is to provide a mechanism for adequate, sustainable and secure funding. The Funding Board believes that the levels of funding allocated in the 2020-2021 Funding Plan, will satisfy that obligation for most amenities.

COVID-19 Pandemic

In late-March 2020 the full impact of COVID-19 became obvious as the New Zealand government extended its earlier community precautions by declaring a state of national emergency and implemented a series of Alert Level lockdowns. New Zealand entered a full lockdown on 25 March 2020, dropping to Alert Level 3 on 28 April 2020.

On 22 April 2020 the Specified Amenities, having recognised the fiscal impacts this would have not only on their own organisations, but also on Auckland Council, advised the Funding Board that each was amending their funding applications to the same level as received in 2019-2020, i.e. they unanimously and collectively agreed to forgo any increases for 2020-2021, notwithstanding their original requests and the provisional allocations by the Funding Board.

The Funding Board advised Auckland Council of the above and subsequently confirmed the 2020-2021 allocation of grants to the Specified Amenities on 28 April, at the same levels as 2019-2020.

Grant Allocations to Specified Amenities 2020-2021

Specified Amenity	Grant Allocation 2019-2020	Amenity Funding Application 2020-2021	Grant Allocation 2020-2021	Year on Year Change 2019-2020 to 2020-2021
Auckland Festival Trust	\$3,837,000	\$4,250,000	\$3,837,000	No Change
Auckland Philharmonia Trust	\$3,267,000	\$3,968,000	\$3,267,000	No Change
Auckland Rescue Helicopter Trust	\$450,000	\$1,074,045	\$450,000	No Change
Auckland Theatre Company Ltd	\$1,800,000	\$2,075,000	\$1,800,000	No Change
Coastguard Northern Region Inc.	\$824,000	9 March 2020 applications withdrawn		
Drowning Prevention Auckland-WaterSafe Auckland Incorporated	\$1,050,000	\$1,075,000	\$1,050,000	No Change
New Zealand Opera Limited	\$1,100,000	\$1,500,000	\$1,100,000	No Change
Stardome - Auckland Observatory and Planetarium Trust Board	\$1,440,500	\$1,550,500	\$1,440,500	No Change
Surf Life Saving Northern Region Incorporated	\$1,396,000	\$1,550,000	\$1,396,000	No Change
Total Grants Payable	\$15,164,500	\$17,042,545	\$14,340,500	
Funding Board administration budget	\$340,000	\$350,000	\$340,000	No Change
Total Grants and Administration Costs	\$15,504,500	\$17,392,545	\$14,680,500	
Total Levy Payable by Auckland Council			\$14,680,500	

Indicative Grant Requests for July 2021 to June 2023

COVID-19 Pandemic

The Specified Amenities provided budget estimates for 2022 and 2023 financial years in September 2019, six months prior to the COVID-19 pandemic and state of national emergency being declared. The Funding Board acknowledges that due to upheavals being experienced across nearly every business and community sector, the indicative grant requests signalled in the table below will differ significantly from funding applications that will be subsequently received. Information in the table below has not been updated to take account of the impacts of COVID-19.

Each year the Specified Amenities are required to indicate what level of funding they may seek in the subsequent two financial years, i.e. 1 July 2021 to 30 June 2022, and 1 July 2022 to 30 June 2023. The table below provides those indicative figures. Funding applications are considered annually so these indicative figures are subject to change.

However, future requests for any large increases in operational grant funding must have undergone sound, thoroughly worked through and open discussions with the Funding Board and Auckland Council before they are likely to be considered. No automatic increase in grant funding can be assumed by amenities.

Specified Amenity	Indicative Grant Request: 2021-2022	Indicative Grant Request: 2022-2023
Auckland Festival Trust	\$4,650,000	\$5,000,000
Auckland Philharmonia Trust	\$4,772,729	\$4,915,911
Auckland Rescue Helicopter Trust	\$1,074,000	\$1,074,000
Auckland Theatre Company Limited	\$2,313,000	\$2,482,000
Drowning Prevention Auckland - WaterSafe Auckland Inc.	\$1,100,000	\$1,125,000
New Zealand Opera Limited	\$1,537,500	\$1,575,900
Stardome - Auckland Observatory & Planetarium Trust Board	\$1,600,000	\$1,640,000
Surf Life Saving Northern Region Incorporated	\$1,600,000	\$1,650,000
Total	\$18,647,229	\$19,462,811

Funding Levy

The maximum levy that can be charged for 2020-2021 and future financial years is specified in s.34(1)(c) of the Act, which is:

“...the amount equal to 2% of the revenue from rates of the Auckland Council in the previous financial year.”

The total maximum levy for 2020-2021 has been calculated as \$36,040,000. This is based on the annual rates revenue stated as \$1,802 million in Auckland Council’s 2019 Annual Report.

For 2020-2021, the Funding Board is proposing a gross levy of \$14,680,500 (40.7% of the maximum) to be apportioned as follows:

	2020-2021	2019-2020
Allocated to eight Specified Amenities	\$14,340,500	\$15,164,500
Administration costs	\$340,000	\$340,000
Total Auckland Council Levy	\$14,680,500	\$15,504,500
Net Levy Payable by Auckland Council	\$14,680,500	\$15,504,500

The levy payable in 2019-2020 in respect of grants to *nine* amenities was \$15,164,500. The grants in 2020-2021 to the *eight* amenities are \$14,340,500, representing no change between the two periods. (Coastguard Northern Region, included in 2019-2020, withdrew its application for 2020-2021.)

The levy is payable by Auckland Council in full to the Funding Board on 1 July 2020. The levy will be distributed as grants to the Specified Amenities on or about 13 July 2020.

Financial Information

Income & expenditure in relation to the levies received

	2020-2021	2019-2020
Income		
Levy receivable	\$14,680,500	\$15,504,500
Total	\$14,680,500	\$15,504,500
Expenditure		
Grants to be distributed to amenities	\$14,340,500	\$15,164,500
Honorarium	\$189,750	\$189,750
Audit Fees	\$9,000	\$9,000
Administration costs	\$10,250	\$10,250
Advisory Services	\$58,000	\$58,000
Legal and Consultancy	\$73,000	\$73,000
Total	\$14,680,500	\$15,504,500
Net Surplus/(Deficit)	\$0	\$0

For 2021-2022 and subsequent years, the levy has not been set. The setting of those levies will follow the guidelines prescribed in s.34 of the Act.

The Inland Revenue Department has determined that the portion of levy collected and then distributed to the Specified Amenities as grants (\$14,340,500) is not subject to GST. That portion of the levy collected for administration costs (\$340,000) is subject to the normal rules applying to the supply of goods and services and is therefore subject to GST.

Auckland Council provides other services to the Funding Board from time to time. The Funding Board will make full reimbursement as required and pay for services as agreed. For example, the honorariums payable to board members are managed and paid through the Auckland Council payroll system. The Funding Board will fully reimburse Auckland Council for these and any other costs incurred on behalf of the Board.

The Board

The Auckland Regional Amenities Funding Board was established by the Auckland Regional Amenities Funding Act 2008. The members of the Funding Board are selected and appointed by Auckland Council and the Amenities Board for three-year terms in accordance with procedures outlined in the Act.

The current members of the Funding Board are:

Member	Term concludes	
	31 May 2021	31 May 2023
Ms Anita Killeen - Chair		•
Ms Catherine Harland – Deputy Chair	•	
Ms Paula Browning	•	
Ms Victoria Carter		•
Ms Precious Clark		•
Ms Lyn Lim	•	
Ms Megan McSweeney		•
Mr Bryan Mogridge		•
Mr Scott Pearson	•	
Mr Vern Walsh	•	

In early 2020, Auckland Council and the Amenities Board undertook processes to consider appointment of Board Members where terms were expiring in 2020. Auckland Council and the Amenities Board have confirmed that all sitting Board Members remain on the Board for further terms.

Funding Board Members Remuneration

The rates of remuneration approved by Auckland Council for 2020-2021 are as follows:

	2020-2021	2019-2020
Chair	\$33,000	\$33,000
Deputy Chair	\$24,750	\$24,750
Members (8)	\$16,500	\$16,500

Amount Payable to the Advisory Officer

No arrangements have been entered into with Auckland Council regarding the appointment of an Advisory Officer for the period 1 July 2020 to 30 June 2021 or subsequent periods.

The Funding Board appointed an Advisory Officer for 2019-2020. The board may re-appoint the current Advisory Officer for the period 1 June 2020 to 31 May 2021. The rate of remuneration for 2019-2020 was set at \$4,875 per month, with the option for the parties to renew the existing contract for a further period. The rate of remuneration for 2020-2021 has yet to be determined.

Administration

The Funding Plan must disclose the maximum amount of the Funding Board's reasonable administrative costs.

For the 2020-2021 financial year, the administrative costs are budgeted as \$340,000.

The administrative costs cover the honorariums of members, plus the cost of the Advisory Officer and all other administrative costs, such as secretarial services, printing, advertising, meeting costs, legal and other consultancy or professional advice received.

	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Income			<i>Excl. Levies for Grants</i>	<i>Excl. Levies for Grants</i>
Levies for Grants	\$15,164,500	\$14,340,500		
Levies for Admin Costs	\$340,000	\$340,000	\$360,000	\$370,000
Total Income	\$15,504,500	\$14,680,500	\$360,000	\$370,000
Expenses				
Audit fees	\$9,000	\$9,000	\$9,000	\$9,500
Grants distributed	\$15,164,500	\$14,340,500		
Legal fees	\$35,000	\$35,000	\$34,000	\$34,500
Advisory Officer	\$58,000	\$58,000	\$59,000	\$60,000
Consultants	\$38,000	\$38,000	\$38,000	\$38,000
Board member fees	\$189,750	\$189,750	\$210,000	\$218,000
Administration expenses	\$10,250	\$10,250	\$10,000	\$10,000
Total Expenses	\$15,504,500	\$14,680,500	\$360,000	\$370,000
Surplus/ (deficit)	\$0	\$0	\$0	\$0

Introducing the Amenities

The Specified Amenities funded under the Auckland Regional Amenities Funding Act 2008 provide a wide range of experiences and services to people across the greater Auckland region each year.

Each of the eight Specified Amenities that the Funding Board intends to provide grants to in 2020 - 2021 have prepared a brief outline regarding the activities that it plans to undertake during that period.

When submitting their annual funding application, the Specified Amenities provide comprehensive amounts of information to the Funding Board to substantiate the funding requests, including supplying sufficient information to satisfy the requirements of the relevant Funding Principles, noting that not all the Funding Principles relate to all the amenities, e.g. not all amenities have libraries or collections (s21(e) of the Act).

All the Specified Amenities are required to, and have, illustrated alignment to the objectives of the Auckland Plan (where relevant) and prepared performance measures against which to measure their progress. As noted elsewhere, grant allocations received via the annual Auckland Regional Amenities Funding Plan process form a proportion of the Specified Amenities overall funding, so the amenities must also consider the expectations and requirements of other funders when determining all their outputs and outcomes.

COVID-19 Pandemic

On Wednesday, 25 March 2020 the New Zealand Government declared a state of National Emergency and further announced that the entire country would be placed into an Alert Level 4 (highest) state of lockdown. The borders were closed, and during the Alert Levels, gatherings of people would be severely limited. The duration of the border controls and various stages of Alert Levels is expected to last for anywhere up to 12-18 months or more.

The narrative and discussion provided on pages 19 through 41 was prepared by the eight Specified Amenities ahead of the government's actions on 25 March 2020. Due to time and other constraints, it has not been possible for the Specified Amenities to update the narrative to accurately reflect what business undertakings will or may be undertaken over the twelve month period, July 2020 to July 2021 and beyond.

The Specified Amenities will be requested to provide updated Business Plans and Budgets for 2020-2021, detailing the revised work programmes for the year.

Auckland Festival Trust

The Auckland Arts Festival (AAF) produces and presents a world-class arts festival that engages Aucklanders in the arts, their communities and their city. The Festival programme reflects Auckland's diversity, reaches across the entire Auckland region, and builds future audiences for the arts. As a major commissioner of new New Zealand work and a significant art employer, AAF supports Auckland/NZ artists and arts practitioners with a focus on developing and staging Māori, Pacific and NZ Asian work.

Since 2003 AAF has engaged with more than two million people enhancing the liveability and vibrancy of the city and increasing Auckland's standing as a major (and growing) international cultural destination and driving visitation. AAF employs a skilled and diverse workforce with a commitment to tikanga Māori, who commission and deliver a programme that ensures greater access for all Aucklanders.

AAF 2020-2021 will see a comprehensive creative learning programme delivered to schools and communities across Auckland. In addition, new opportunities will be introduced for tertiary students and emerging arts industry practitioners to develop skills through participation in festival planning and delivery through mentorships and secondments.

Education Programmes for Schools:

- Subsidised performance tickets to shows that could not be seen outside of the Festival; many selected to positively reflect the diverse communities of Auckland.
- An extensive visual arts programme including AAF commissioned works and seminars around these.
- International works specifically programmed for young people with both family and dedicated schools' performances presented regionally.
- Works in Te Reo touring to schools across Auckland in partnership with Taki Rua Productions.
- Development of curriculum-based resources to enhance understanding of work.
- Workshops and masterclasses with national and international artists.
- Opportunities to participate in the creation of work which will be presented at the Festival (e.g. *Whānui Eye Spy*).
- Partnerships with other Auckland based arts companies, including the Auckland Philharmonia, Silo, Auckland Live, Auckland Theatre Company, Te Pou and New Zealand Opera to increase attendances and ongoing educational opportunities for students.

In selecting shows for schools from the festival programme AAF prioritises performances that link with the school curriculum, integrate with core annual teaching programmes, and which develop future youth audiences for AAF and the arts wider sector.

AAF will continue to seek financial support for buses and heavily discounted tickets in order to increase attendances from low-decile schools, particularly those from South and West Auckland. Up to 25% of students taking part in the AAF creative learning programme come from these communities.

Creative learning programmes for Tertiary Students, Arts Graduates and Arts Industry

- Provide up to three internships for graduate students studying in the arts across technical, administration, marketing and communication areas.
- Through Toitū Te Reo initiative led by AAF Māori staff, work with interns from Māori and Pacific communities, in partnership with organisations such as Toi Māori Aotearoa and Tautai Trust.
- Provide mentoring opportunities for emerging arts practitioners in arts administration & budgeting, marketing and production planning to build their industry capability.
- In March each year schedule workshops for professional artists taken by leading international artists, designers and directors. Where practical allocate some observation places to these for senior secondary and tertiary students.

Community Programmes

AAF has a strong record of producing and delivering successful region wide community programmes across Auckland and will build this further in 2021. The focus will be on increasing participation in community activities through:

- A regional tour of up to 10 Auckland communities (plus schools where appropriate) of shows suitable for children and families, including one work in Te Reo in partnership with Taki Rua Productions (toured Kuia and the Spider in 2019). The AAF will also continue to seek international work suitable for small scale touring aimed at youth and family audiences.
- A major low-cost outdoor event for up to 30,000 attendees (e.g. Place Des Ange at Auckland Domain planned for 2020) that appeals to all sectors of Auckland's population, and is non-language specific will also be undertaken in 2021.
- Continuation of Whānui working with up to five communities outside of the CBD. This resource heavy programme will need a significant increase in funding support from multiple sources, if it is to be delivered at full capacity. Previously this programme received additional funding through the Auckland Diversity Fund supported equally by Foundation North and Creative NZ.
- Visual arts projects co-produced by AAF with key galleries including Te Tuhi, Te Uru, Fresh, Depot and AAG. Other visual arts exhibition across Auckland's galleries will be supported by inclusion in the festival programme on a submission's basis. In most cases this will be free entry.

The Festival is committed to delivering to more Aucklanders through its comprehensive arts Accessibility and Inclusion programme. This includes work suitable for Auckland's deaf and vision impaired communities, consisting of touch tours, audio described and sign language interpreted performances as well as introductory written notes and half-price concession tickets for companions or support workers.

In 2021 we will extend this programme and introduce more relaxed performances for audiences that may benefit from a more relaxed environment including (but not limited to) those with autism, sensory and communication disorders and learning-disabled people.

AAF has developed a three-year Māori Language Plan which is in its first year of implementation.

Through its Toitū Te Reo programme strand the Festival is ensuring its commitment to tangata whenua and te reo Māori, the first language of Aotearoa/New Zealand. Auckland Arts Festival is undertaking a commitment to normalise te reo Māori within the Festival.

Through its Māori staff, Pou Tikanga and leadership team AAF works closely with mana whenua to manaakitanga manuhiri across the festival and through artist Pōwhiri for international guests. All AAF staff support this through all staff learning and singing waiata (year-round).

Commissioning and presenting partnerships with Māori arts companies, producers, and organisations will continue. Stage work telling Māori stories (theatre, dance, kapa haka, waiata, other contemporary music) in the festival, will be mentored and led by AAF Māori staff.

As a leader in the arts in Auckland, and NZ, AAF commissions work from Māori, Pasifika and Asian artists to tell contemporary Auckland and Aotearoa/NZ stories, often working in partnership with other arts companies to produce and stage these. In 2020, AAF is working with Taki Rua Theatre Company, Te Rēhia, Auckland Theatre Company, Silo Theatre and Te Tuhi Art Gallery. Two of these works are presented in te reo Māori as part of the Toitū Te Reo programme strand.

The AAF has an extensive programme of activity scheduled for the 2020 Auckland Arts Festival in March 2020. Full details of these are available from the AAF and in its 2020 programme document.



Auckland Philharmonia Trust

The Auckland Philharmonia Orchestra (APO) is the country's designated Metropolitan Orchestra, serving the largest and most vibrant city in New Zealand with more than 70 concerts and events throughout the year. At the core of our work, are self-presented concerts with a broad range of performances including both classical and contemporary concerts, new music premieres and artistic collaborations.

Equally important is our community and outreach work. Through our Connecting Department, APO presents the largest orchestral education and outreach programme in New Zealand which benefits, on average, more than 25,000 Aucklanders. The programme operates throughout Auckland, with an emphasis on South Auckland.

The viewership of APO's livestreams has continued to expand over the last 12 months, growing from around 130,000 (July 2017-June 2018) to well over 240,000 (July 2018-June 2019).

As detailed in the Auckland Plan the APO, as one of Auckland's leading arts organisations, helps the Council deliver key values by:

- Supporting a range of arts and cultural activities that reflect Auckland's diversity.
- Providing a range of arts, cultural and heritage experiences that all Aucklanders can enjoy.
- Integrating arts and culture as part of everyday lives.
- Providing innovative and flexible options to meet the changing lifestyles of all Aucklanders including programmes for older people and disabled people.
- Continuing to build the sectors capability to deliver quality recreation and sport experiences.

With the fast pace of change in the Auckland demographic, a key challenge for an orchestra is to maintain relevance. APO reviews its programme of offering annually and makes changes to adapt to Auckland's increasing diversity.

The variety of APO's offering across targeted age groups, demographics and physical locations helps us to meet this challenge. The introduction of specific family focused events in 2018-2019 has made a solid start in this area although we are aware that we need to continue to gain depth of understanding of this market for maximum impact. We will be continuing this in 2020-2021.

Major education, community and outreach programmes APO Connecting will run in 2020-2021 are shown below.

MUSIC OPENS MINDS PUTA NOA WHAKAARO MAI NGĀ TAONGA PŪORO

APO CONNECTING EVENTS 2020/2021

REACHING OVER 25,000 PEOPLE & DELIVERING OVER 800 HOURS WORTH OF ACTIVITY ACROSS AUCKLAND

connecting with FAMILIES
HE TŪHONO KI NGĀ WHĀNAU

- APO 4 KIDS**
 - OVER 2,000 AUDIENCE MEMBERS
 - NORTH & CENTRAL
- APO 4 KIDS: CHRISTMAS**
 - OVER 2,500 AUDIENCE MEMBERS
 - SHOWCASE NZ TALENT: SUZY CATO
- PESE! FASI! PŪORU!**
 - OVER 100 STUDENT PARTICIPANTS
 - PARTNER WITH SISTEMA AOTEAROA

connecting with COMMUNITIES
HE TŪHONO KI NGĀ IWI

- COMMUNITY CLASSICS**
 - 3 FREE CONCERTS FOR AUCKLAND COMMUNITIES
 - CENTRAL, WEST & SOUTH
- WAIROA HARIKOA**
 - OVER 400 FREE TICKETS FOR KINDERGARTENS
 - 5 PRE CONCERT VISITS
- SUMMER SCHOOL**
 - 70 STUDENT PARTICIPANTS
 - 5 DAY ORCHESTRA TRAINING PROGRAMME
- UP CLOSE**
 - EDUCATION EVENT IN BOTH CHINESE & ENGLISH

connecting with ASPIRING MUSICIANS
HE TŪHONO KI AKONGA WAIATA

- INSPIRE PARTNERSHIP PROGRAMME**
 - OVER 120 HOURS TERTIARY ENGAGEMENT
 - 6 FREE OPEN REHEARSALS
- BIG PLAY IN**
 - OVER 50 STUDENTS PERFORMING ALONGSIDE APO
- YOUNG ACHIEVERS**
 - OVER 25 PUBLIC PERFORMANCES
- HAYDN STAPLES PIANO SCHOLARSHIP PROGRAMME**
 - 3 PIANO SCHOLARS
- MASTERCLASS**
 - 5 MASTERCLASSES WITH OVER 15 PARTICIPANTS

connecting with SCHOOLS
HE TŪHONO KI NGĀ KURA

- EDUCATIONAL CONCERTS**
 - 7 SCHOOL CONCERTS
 - OVER 4,500 STUDENT TICKETS
- APOPS**
 - 70 SCHOOL MEMBERS
 - OVER 550 DELIVERY HOURS
- UNWRAP THE MUSIC**
 - 1 VIDEO & WRITTEN RESOURCE FREE TO NZ SCHOOLS
 - 1 FREE UNWRAP CONCERT FOR LOW DECILE SCHOOLS (CONNECTING WITH MUSIC)
- LINK UP**
 - 300 PRIMARY STUDENTS PERFORMING ALONGSIDE APO

The APO will continue to present a diverse offering centred at the Town Hall in the key arts precinct. Concerts and activities include:

- Main concert series (over 40 concerts presented annually)
- Opera in Concert
- One-off special concert presentations e.g. Star Man in Aotea Centre, Pese! Fasi! Pūoru! Music is for everyone! at Vodafone Events Centre
- Three free Community Classics concerts staged in Central, South and West Auckland
- APO 4 Kids
- Open Rehearsals for APO supporters
- Young Achiever performances around Auckland in a variety of different events and venues.

The APO will present our diverse offering at the Vodafone Events Centre in Manukau. Concerts and activities include:

- Kiwi Kapers concert for primary and intermediate schools
- Wairua Harikoa concert for pre-school aged children
- Play in South, opportunity for music students to rehearse and perform with the APO
- Pese! Fasi! Pūoru! Music is for everyone! at Vodafone Events Centre
- Community Classics, free concert for the local community.

The APO will continue to support and perform as part of:

- New Zealand International Film Festival (in Auckland)
- Auckland Arts Festival
- Michael Hill International Violin Competition

- Summer in the Square
- Royal New Zealand Ballet
- New Zealand Opera

In staging its performances, the APO is supporting the provision of regular, large night-out event options in the central city:

- Regular use of transport options
- Exciting hub feel created through large number of people gathered in central city for event
- Provision of regular entertainment options of high calibre for tourists
- Corporate Hospitality options for businesses to host existing and prospective clients as well as staff
- Curation of annual commissioning programme to create new works relevant to this city and its people and stories
- Continue to raise awareness of Auckland as an international city through livestreams of selected concerts.

The APO facilitates opportunities to participate in cultural experiences that nurture a long-term interest in the arts and music:

- Strengthen the offering for Asian communities through performances in high population demographic areas e.g.: Takapuna/Bruce Mason Centre and bilingual advertising
- Offer free community concerts around the city for shared family experiences
- Bring young people together and provide access to arts through APO Go scheme
- Strengthen orchestral community via mentoring community orchestras such as Auckland youth Orchestra
- Focus talent in young musicians via the Inspire Partnership Programme and Haydn Staples Piano Scholarship Programme
- Engage Onehunga students in the Can you be a Conductor leadership programme
- Host annual summer school programme for young musicians aged 12-17 years old
- Produce Play in South. An opportunity for music students based in South Auckland to rehearse and perform with the APO
- Invite Sistema Aotearoa orchestras to perform alongside APO at Pese! Fasi! Pūoru!

Specific initiatives directed at Māori identity and wellbeing include:

Te Rāngai Puoro Tuatini o Tāmaki Makaurau, Auckland Philharmonia Orchestra recognises the uniqueness of Tāmaki Makaurau founded on te Tiriti o Waitangi and shaped over generations by mana whenua and mātāwaka. As a leading arts organisation within Tāmaki Makaurau the APO is committed to embracing Māori culture and identity where appropriate and seeks opportunities to advance our engagement with te ao Māori across all aspects of the organisation.

We hold strong values of manaakitanga and this is reflected in our whakataukī: *‘Ko Te Rāngai Puoro Tuatini o Tāmaki Makaurau te hā o te oro ki Tāmaki whānui, me te whakaoho i te manawaroa mō te rāngai puoro.’* (Auckland Philharmonia Orchestra is the musical heart of Auckland and its communities and inspires a lifelong love of orchestral music.)

The APO will be looking to:

- Partner with TKKM schools
- Work with social intervention groups such as VOYCE to provide opportunity for tamariki to attend APO events and concerts
- Take opportunities, where appropriate, to celebrate Māori identity and culture with tamariki and rangatahi through APO performances
- Ongoing opportunities for whānau Māori to attend specific APO events such as APO 4 Kids, and Wairua Harikoa
- Provide opportunities for tamariki and rangatahi to perform to their own communities and whānau such as Play in South, Big Play in and Pese Fasi Puoru
- Working with Māori artists across mainstage and Connecting programmes
- Partnering with TKKM schools on the APOPS programme
- Grow capacity within the APO of staff with basic knowledge of te reo Māori
- Seek to advance our use of te reo Māori in appropriate APO offerings such as preconcert announcements, te reo Māori within newly commissioned works and te reo Māori in relevant marketing collateral
- Provide education resources in te reo Māori for selected APO Connecting events.

The APO is looking to implement a new operating model similar to that used by full-time professional orchestras around the world. This is a staged piece of work that the APO board, management and players will be working on over the next 12-24 months. The implementation of a new model necessitates a higher level of grant as noted in the increased proposed grant for 2020-2021 and the conditions detailed on pages 10-11.

The APO has an extensive programme of activity scheduled for 2020 and 2021. Full details of these are available from the APO and in its 2020 programme document.



Auckland Rescue Helicopter Trust

The purpose of the Auckland Rescue Helicopter Trust (ARHT) is to deliver a fully integrated Helicopter Emergency Medical Service (HEMS) providing air ambulance, search & rescue and emergency medical transfer services for the diverse communities of Auckland and the Coromandel regions.

ARHT performs a vital role in the NZ emergency response service, receiving taskings via the 111 system via St John, and search and rescue taskings via NZ Police, Coastguard or the Rescue Coordination Centre (RCCNZ). Our service may also be tasked to retrieve patients from hospitals outside our regions and bring them into the Auckland or Starship hospitals for specialist care and treatment.

Our service is on standby and available 24/7/365.

The services we offer are:

- Emergency air ambulance transport for accident or medical emergencies
- Specialist hospital transfer services for PICU/NICU/ECMO patients
- Emergency specialist doctors on board most flights
- Intensive Care Paramedics on board all flights
- Rapid Sequence Intubation
- Blood transfusion
- Ultrasound
- Sedation and pain management via specialist medications
- Highly skilled winch operations, including land and sea/boat winching
- A fully equipped Rapid Response road vehicle (RRV) taking our highly skilled emergency clinical crew to support road ambulance call outs in inner city Auckland suburbs.

ARHT provides a world class Helicopter Emergency Medical Service for the benefit of all residents and visitors to the region. Residents and visitors can be confident that they will receive the best care possible in their hour of greatest need. Our service is available to anyone, anywhere, any time.

Following the termination of ARHT's lease of Ports of Auckland land at Mechanics Bay, ARHT has taken a lease over a facility at Ardmore Airport and invested heavily in developing a base capable of handling two new world leading rescue helicopters and the crewing and support functions that these require. The new base became operational in July 2019 and in late 2019 the installation of a Helicopter Simulator costing circa \$1.5 million will also come on-stream. The two new AW169 helicopters are at the leading edge of clinical capability worldwide. This significant investment of \$30 million by the Trust was funded by 80% equity built up by many years of fundraising (including an Auckland Council grant of \$900,000) and only 20% debt. These helicopters future proof ARHT for the next 25 to 30 years.

We recently appointed Dr Lance O’Sullivan, a well-known advocate for improved Māori health, social and housing outcomes to our Board. The nature of our work means we respond to need as tasked by the emergency authorities, so no prioritisation of ethnic “groups” is appropriate. We do however have Māori staff members and our clinical teams are well-trained in appropriate cultural responses to the needs of ethnic communities. We have also commissioned a research project by a Māori medical student to explore whether our service is meeting the cultural needs of Māori and if not, what steps need to be taken to ensure ARHT’s cultural competency.

As an emergency response service, we are committed to working with our colleagues in Coastguard, NZ Police, search and rescue and water safety to provide a coordinated response to emergency incidents when needed. We create opportunities to train together, sharing knowledge and expertise so that we can provide the best possible care and assistance to a person in need. We assist with development and delivery of education and training programmes. We assist people from across the Auckland region without any consideration for their race, their financial circumstances, their contribution to their individual situation or any other reason. Our crew and staff further engage with our communities in several ways, including visits to schools, engaging the community in fundraising and helicopter-related physical challenges (e.g. chopper challenge, a community based physical health programme).

Auckland Theatre Company Limited

Auckland Theatre Company's (ATC) strategic purpose is to tell big hearted stories that matter to the people of Tāmaki Makaurau. For us, big hearted stories mean stories with universal or engaging themes, which embrace or explore the human condition. They may be celebratory, entertaining or provoking — but above all else they will be imaginative and theatrical in their presentation.

ATC is recognised as a thriving contemporary theatre company and cultural powerhouse by audiences, artists, stakeholders and the public. Our brand is trusted and loved and associated with high quality productions and theatre going experiences. We are a leading voice for keeping the cultural flame alive and invest time and resources in supporting the broader sustainability of the arts sector in Auckland.

ATC engages the most exciting theatre artists to create high quality work. We create works of scale and ambition. We present diversity on stage, not just ethnically or culturally specific work but across the whole range of work produced. We are a place where the work and experiences of young people are valued. The principles of our Māori partnership strategy are embedded within the culture of the organisation and the processes by which we make and deliver theatre.

ATC adds value to the experience of coming to the ASB Waterfront Theatre; having instilled the meaning of manaakitanga into our engagement with audiences, clients and the communities we serve. The ASB Waterfront Theatre is accessible to people from all walks of life. Outstanding customer service is at the heart of all interactions at the ASB Waterfront Theatre.

ATC is an artistically led, audience-focused company. We:

1. Present a mainbill subscription season of seven works that underpins the ASB Waterfront Theatre programme. The works are a range of entertaining blockbusters, thought provoking new works, works that explore the diversity of Auckland's cultures, and everything in between.
2. Work with theatre companies to co-produce works for Auckland's diverse audiences. These works support the hard and soft arts infrastructure of Auckland as well as contribute to the growth of both companies involved in the partnership.
3. Deliver a comprehensive Creative Learning and Youth Arts programme of arts learning experiences by, with and for young people aged 5 - 25. The programme contributes to the broader development of the arts sector and infrastructure delivering experiences through primary, secondary and tertiary institutions, in the community, and in other settings. The programme creates opportunities and encourages creative thinking.
4. Deliver a year-round programme of high-quality performance and cultural events at ASB Waterfront Theatre. The programme includes theatre works of scale and ambition produced by ATC and works from a diverse range of arts genres presented by our arts partners.

5. Deliver an Open House programme to support the development of independent theatre through the provision of theatre making resources and supporting community engagement via access to complementary and participatory activities.
6. Deliver a New Works programme that supports emerging and established writers. The programme brings new New Zealand stories to the ATC mainstage and other smaller venues across Auckland, most notably the Basement Theatre.
7. Through our Arts Partner Programme offer a balanced programme of performing arts opportunities for audiences across Auckland, supporting the growth and sustainability of a diverse range of arts companies and community organisations.
8. ASB Waterfront Theatre is also our home for MICE and commercial performing arts activity. The venue has a well-deserved reputation for outstanding quality and service.

In 2017, ATC developed a Māori Engagement Strategy. The Strategy informs our strategic planning, programming and venue operations. The strategy was developed using Te Whare Tapa Whā model developed by Sir Mason Durie in 1982.

ATC acknowledges the unique richness Mana Whenua a Tāmaki Makaurau and Māori Whānui contribute to the arts, particularly the performing arts. ATC had developed a Māori Partnership Strategy and has adapted the Te Whare Tapa Whā model to inform our programming and decision making and measure our progress. While ATC is not a Māori theatre company, we are a New Zealand theatre company and as such Māori identity and culture are an important part of our fabric. ATC seeks to regularly engage with Nga Mana Whenua a Tāmaki Makaurau and Mātāwaka.

ATCs Māori Engagement goals are:

- Whakatau
 - Taha Tinana: we welcome visiting companies and productions to our Balmoral studios and ASB Waterfront Theatre. Tū kōtahitanga, Rangatiratanga, Manaakitanga. ATC staff support and lead whakatau through karanga, korero, waiata and kai.
 - Taha Heningaro: through these processes te reo Māori and tikanga Māori are understood by and lived experiences for ATC whānau.
 - Taha Wairua: supports the ATC value of manaakitanga and reminds ATC of Mana Whenua input to the ASB Waterfront Theatre. Mana Whenua have an open invitation to attend and perform whakatau of significance.
 - Taha Whānau: ATC recognises the Māori view of living theatre and we ensure staff feel safe and comfortable to participate.
- Mana Whenua Cultural Advisor
 - Taha Tinana: promote engagement with Mana Whenua communities of Tāmaki Makaurau, uphold manaakitanga, support theatre works with Māori content or contexts, support induction of new ATC staff.
 - Taha Heningaro: ensure te reo Māori and tikanga concepts and contexts are explained with clarity and maramatanga.
 - Taha Wairua: sustain ATC mana motuhake — unique characteristics are explained with clarity and maramatanga.
 - Taha Wairua: sustain ATC mana motuhake — unique characteristics represent ATC.
 - Taha Whānau: Ensure te ahi kā is tended and cared for. Invite Mana Whenua to key opening night events and other events of significance held at ASB Waterfront Theatre.

- Te Pou Whakamaumāharata nga mo Māui Tiktiki a Tāranga, commissioned work by Dr Robert Janke (Ngāti Porou) located in Logan Campbell Courtyard, ASB Waterfront Theatre.
 - Taha Tinana: ATC adopts Māui as the iconic figure to celebrate the art of transformative theatre. Weather permitting, all whakatau are held at the Pou. A visual and vocal point of difference to ATC and Māori partnership and Tiakitanga.
 - Taha Heningaro: reflecting the pou; a compilation of whakatau are developed for ATC use.
 - Taha Wairua: ATC maintains its history and relationships to the arts sector and visiting artists by referencing the narratives and significance of the pou.
 - Taha Whānau: ATC is always improving and creating new affiliations.
- Whakaaturanga / Akoranga
 - Taha Tinana: collaborations with presenting partners.
 - Taha Heningaro: annual New Works programme strand.
 - Taha Wairua: writers development programmer presentation of works and supporting the development of Māori narratives of Tāmaki Makaurau.
 - Taha Whānau: outreach programme for students and teachers, collaborations for delivering new works.

ATC continues to make progress against our Māori Engagement Strategy initiatives. Inclusion of Māori voices in our mainstage programme is now embedded.

The ATC has an extensive programme of activity scheduled for 2020 and 2021. Full details of these are available from the ATC and in its 2020 programme document.

Drowning Prevention Auckland - Watersafe Auckland Inc

Drowning Prevention Auckland's (DPA) mission is defined as "A water safe Auckland free from drowning" with a clearly stated vision of "preventing drowning through education".

The aims and objectives for which DPA is established, are to provide strong regional coordination and to promote and advance water safety education in the interests and development of, and to benefit the people of the Auckland region.

Strategic Objectives

- 1) Leadership: To provide effective drowning prevention leadership
- 2) Research and Development: To provide leading-edge knowledge to inform evidenced based best practice
- 3) Education: To enable best practice water safety education
- 4) Advocacy: To champion water safety education and drowning prevention
- 5) Sustainability: To be a future proofed organisation.

Drowning Prevention Auckland provides drowning prevention education through five areas of focus:

1. Community Programmes, Advocacy and Education (Water safety programmes and lifejacket hubs for individuals, community-groups and families).
2. Formal and Informal Education Sector (Resources and professional learning and development for teachers working in early childhood through to tertiary institutions; access to learning water competence for students, teachers, our stakeholders, the community and workplace through our e-learning platform).
3. Research and Development (Developing and disseminating knowledge and expertise through research and evaluation to provide evidence for educational direction and for the development of new resources).
4. Workplace (Water competence development for employees specific to their work environment and general water safety education for workers who also engage in aquatic recreation together). Lifeguard training for those interested in a career in the aquatics space.
5. Marketing and Communications (Water safety awareness and advocacy via traditional and ethnic media, social media, website and outgoing communication activities. This includes coordination and collaboration on regional and national sector campaigns, leading to improved coordination of messaging and capacity of the sector, and participation in events enabling engagement with communities at a local level).

In 2020-2021 DPA plans the following new operational projects:

- **Emergency Care Training (Previously named Red Zone Training):**

We offer real time emergency training for existing lifeguards and aquatic facility staff. Lifeguards are put into scenario situations using a submersible mannequin that will simulate a real-life emergency. A typical scenario will involve DPA team members hiding the mannequin somewhere within the facility whilst the team members involved in the training are hidden in a room. The team members will then be taken outside and made to run 600-800m to raise their heart rates before being let into the facility to find the “victim”. Highly qualified DPA team members then follow the facility team members through the scenario and detail the response for a comprehensive feedback session after the scenario is finished. We are now training at both Auckland Council and Belgravia Leisure operated facilities. This programme is self-sufficient with all costs being covered by the participants.

- **Online Shop:** Providing aquatic safety equipment that support the programmes we offer (lifejackets, throw rope, rescue tube, first aid kit). We make a small profit from the sale of these items which goes towards our non-council grant sourced income.

- **Auckland Plan:** In conjunction with Water Safety New Zealand (WSNZ); we are a part of a collaborative approach to provide education to Aucklanders to reduce the drowning toll. For instance; the Aspire2 polytechnic international students receive a presentation from Surf Life Saving Northern Region and Drowning Prevention Auckland. Within 48 hours of landing in Auckland; they attend a workshop that educates them to be safe in, on and around water environments. This initiative is primarily funded by WSNZ.

Drowning Prevention Auckland has an overall objective to respect and develop the special relationship with Māori under Te Tiriti o Waitangi. We have developed Māori Water Safety Matapono (Guiding Principles) which includes four pou (pillars) as follows:

1. **Kaitiakitanga Pou/Guardianship Pillar**

“We will work with Whānau to ensure sustainability of Whenua, Moana and resources for future generations”

- a) Ownership of resources and environment

- b) Taking care of resources Tangata/Whenua/Moana

- working with local iwi and marae to establish their needs and adjust our programmes to suit
- developing local champions to in turn educate their whānau with the ultimate goal of the group being self-sufficient.

2. **Manaakitanga Pou**

“We will model best practice to educate whānau to be safe in, on and around water”

- a) Caring for others/Caring for health and wellbeing, providing education underpinned by a commitment to safety of self and others.

3. **Whanaungatanga Pou/Relationship Building Pillar**

“We will build sustainable and strong partnerships within Tāmaki Makaurau. Our goal is for every family in Tāmaki Makaurau to be water competent and responsible in, on and around water.”

- a) Forming relationships in Tāmaki Makaurau
 - developing relationships and networks through our current practices
 - families working together – Own identified strategies
- b) Innovative research proven programmes:
 - working with other Marae, Services and Community.

4. **Rangatiratanga Pou/Leadership Pillar**

“We will promote our cultural heritage and recognise our bi-cultural nation in all aspects of our work”

- a) Self-determination – Whānau and Community determining what type of support is needed
 - demonstrating Te Tiriti o Waitangi within our practice
- b) Culturally appropriate strategies
 - learning our Pepeha, karakia, simple mihi/greetings and marae tikanga and protocol. Our continually upskilling of the team. Each having clear understanding of Te Tiriti o Waitangi.

“We will reach out to Hapu, Iwi and Whānau in decision making. We will encourage Whānau to take the lead”

- c) Whānau being the leaders of change
 - working with Hapu, Iwi and Whānau to identify and develop leaders through education
 - developing intergenerational sustainable leadership for whānau.

We are delivering on this matapono throughout the organisation from the board to all staff members by practicing and learning te reo Māori and living Te Tiriti o Waitangi. External examples are the inclusion of Te Reo on our eLearning platform; Kai Moana Gathering workshops; Waka Ama safety workshops; Wai Wise and Wai Turama programmes.

Drowning Prevention Auckland engages with the communities we serve through dedicated Māori, Pasifika, Asian and New Settler aquatic educators. They deliver key water safety education to all ethnicities including socio-economic and age ranges within Auckland’s communities.

In addition to this we provide water safety activities and education at community events across the region to more effectively engage with local and diverse communities across the rapidly changing face of Auckland. We are also continually updating our resources into other language formats.

New Zealand Opera Limited

New Zealand Opera delivers an extensive programme of mainscale (Aotea Centre, ASB Waterfront Theatre and Auckland Town Hall) and site-specific opera productions, professional development, schools and community outreach programmes and new work development.

In 2020-2021 we plan to present a mainscale site-specific opera project at the Holy Trinity Cathedral supported by our own Baroque orchestra; performances of a new work *Star Navigator* by Tim Finn in South Auckland and central Auckland; a mainscale collaboration with Black Grace Contemporary Dance (ASB Waterfront Theatre); an opera in concert in partnership with the Auckland Philharmonia Orchestra; and a new opera writing programme that seeks to find new voices in Aotearoa.

Supporting this is an extensive community, education and outreach programme that offers Aucklanders a range of opportunities to experience and participate in opera including: an opera in schools tour; free community performances; student workshops; free tickets for young Aucklanders; low-price tickets for school children to attend dress rehearsals; free pre-performance talks and a substantial ambassador and internship programme.

We are committed to nurturing the creative ecosystem of Auckland and provide employment opportunities for Aucklanders to create work in New Zealand, employment for technical staff and the Freemasons New Zealand Opera Chorus and a comprehensive programme for nurturing young and emerging artists and creatives, through our Artist Development Programme.

Our Purpose

Enriching the cultural life of Aotearoa through an experience of opera that connects, engages and inspires reflection on our human condition.

Our Ambition

Leading opera from Aotearoa in a way that reimagines the art form; embraces the cultural and social identities of our diverse communities; and ensures a vibrant and sustainable presence for opera in New Zealand.

Key Strategies

1: Leading opera from Aotearoa

Collaborating with the arts community to co-create distinctive, innovative and exciting programmes that embrace the diversity and richness of our culture, build an international presence, and reimagine the experience of opera in New Zealand.

2: Enabling and encouraging participation

Creating more opportunities for our socially and culturally diverse communities to experience opera in a way that empowers reflection on our human condition.

3: Building resilience and assuring sustainability

Strengthening our fiscal capacity and developing our organisational capacity and capability to enable and sustain a strong national and regional presence for opera in Aotearoa.

New Zealand Opera is a key professional pillar in the cultural platform that facilitates Auckland's growing reputation as a culturally rich and creative city. Grant funding ensures we are able to make Auckland the hub of the company, produce work here by and for Aucklanders that enables us to tell our stories and contributes hugely to sustaining a skilled creative and technical workforce in the city, nourish the wider arts ecosystem, and contribute to making Auckland a vibrant place to live in and visit. Our new Strategic Agenda places great emphasis on enabling and encouraging participation by extending our reach and engagement in the city, connecting people with programmes in the area of wellbeing and embracing diversity.

New Zealand Opera is committed to connecting with existing and new audiences through its excellent participation programmes in the areas of education and community outreach. We continue to extend our initiatives alongside careful consideration of our programming and respond to the opportunities that each production presents.

We aim to retain successful initiatives through sustainable programmes while expanding and diversifying our reach through collaborations that resonate with Auckland residents and audiences previously unknown to us.

A variety of community engagement and education programmes and initiatives are planned for 2020-2021, including:

Lullaby Project	Youth Opera
Opera in Schools tours	Accessibility Touch Tour and Studio Described Performance
'Pop-Up' Chorus for retirees	Pick and Mix Programme
School attendance at dress rehearsals	Pre-performance talks
The Opera Centre Open Day	Ambassador Programme
Design creative workshops	Explore Opera – Workshops for students
Opera masterclasses	Student Stage management intern
Community Engagement Talks	Community engagement tours / visits
	'Little Singer' workshop and concert with APO

A thriving entity is Auckland's point of difference in the world that advances prosperity for Māori and benefits all Aucklanders.

New Zealand Opera is committed to broadening its relationship with Te Ao Māori and tikanga and aims to ensure that tangata whenua are represented on stage and in NZ Opera activities. The power of the voice is something that connects us all, and through diversity we can reflect our unique position in the world, in the process discovering what this can contribute to the art form of opera.

Collaborations, commissions and a strategic organisational approach to this area starting with the development of a Māori Engagement Strategy, focusing on partnership with tangata whenua and

integration of Māori voices and decision-making within the programming and leadership of the organisation.

New Zealand Opera will celebrate Māori culture and support te reo Māori to flourish by:

- developing a programme of Māori local and regional events and activities throughout the year.
- providing more partnership opportunities across public and private sector with mana whenua and mātāwaka to advance Auckland-specific cultural events and initiatives.
- seek opportunities to develop and utilise the skillsets of rangatahi in the development and promotion of Māori arts, performance and te reo Māori.

New Zealand Opera is interested in partnering with Māori arts organisations to develop unique projects that explore the power of the human voice and performance to effect change.

New Zealand Opera is developing a Māori Engagement Strategy, focusing on partnership with tangata whenua and integration of Māori voices and decision-making within the programming and leadership of the organisation, starting with the contracting of a Māori cultural advisor in 2020 to expand this approach throughout the organisation and its work and communicating this to all stakeholders.

The new Strategic Agenda outlines the following measures and targets developed in relation to outcomes for Māori:

- The appointment of a Māori advisor to support NZ Māori welcome (pōwhiri) implemented for all major opera performances.
- Increase Māori artists and arts workers representation in New Zealand Opera activities and productions.
- Kaupapa defined.
- Mihi devised and initiated.
- Waiata composed and activated.

The Voices of Aotearoa 6:24 is a new opera writing project that will reflect the diversity of our culture and will include participation and representation from Māori artists.

Under its new Diversity Action Plan the company will identify targets for Māori artists and arts workers to be represented in New Zealand Opera activities, and address barriers that currently may exist for Māori singers to join the Chorus.

Other projects (such as 6:24) will seek to find new voices for opera connected to Māori musical and cultural heritage.

New Zealand Opera has an extensive programme of activity scheduled for 2020 and 2021. Full details of these are available from New Zealand Opera and in its 2020 programme document.



Stardome - Auckland Observatory and Planetarium Trust

Stardome's Purpose:

Stardome is a planetarium and observatory and its main purpose is to share knowledge of space and the universe with the public of Auckland.

Its strategic objectives are:

Customer Experience:

- Provide a superior, entertaining and educational visitor experience by utilising our knowledge, displays and interactive experiences to engage our customers. We will make our facility as available as we can to the people of Auckland, constantly working to maintain and develop the facility as a leading Auckland icon.

Sustainability:

- Ensure the ongoing sustainability of the organisation.

Culture:

- To encourage a culture within the organisation based on a high degree of ethics. To foster leadership, professional attitudes and pride amongst the Stardome team, encouraging creativity, new ideas and innovation.

Research:

- Ensure that Stardome continue to be a leader in astronomical research in New Zealand and a valuable contributor to international research. The Stardome research strategy centres around three key elements; facilities, people and collaboration.

Stardome operates primarily from an observatory and planetarium located in One Tree Hill Domain. However, we have recently started an outreach programme under which our educators visit schools in the Auckland region.

Stardome operates a range of services including several education programmes for schools, preschools and tertiary students, public shows for general visitors and telescope viewing for all groups.

Stardome volunteers also carry out astronomical research in collaboration with international research partners.

Stardome is an integral part of the mix of cultural institutions in the city. Most major cities around the world have a planetarium as part of their city's cultural landscape, Auckland is particularly fortunate in having both a state-of-the-art planetarium and an observatory where members of the public can view our night sky.

Education is an integral part of Stardome’s operation and over 60% of our visitors are children, most of whom come with their schools as part of their science curriculum. The low decile and southern initiative programmes have made our education programmes available to a wider range of “in need” and “at risk children”.

Stardome recognises the importance of a thriving Māori identity for our organisation. As such we have partnered with the Tūpuna Maunga o Tāmaki Makaurau Authority (Maunga Authority) to assist us in our drive to provide an authentic experience to our visitors whilst being mindful of our Kaitiakitanga role.

We are hopeful that Stardome will be gifted a Māori name in 2020-2021, this will allow our organisation to highlight the importance of our culture through this significant event. There is a drive within our organisation to increase the level of te reo Māori spoken and seen throughout the facility. We have partnered with the Auckland War Memorial Museum to take part in their Māori immersion programme.

There are several outcomes that we are working to achieve which will promote a thriving Māori identity they are:

1. Work with the Tūpuna Maunga o Tāmaki Makaurau Authority and Iwi to extend our reach to Māori in an authentic and meaningful way.
2. Work with our unique location on Maungakiekie to connect with the Tupuna Maunga.
3. Ensure the stories of the people and the land are present and visible in our offering.
4. Enable manu whenua stories and narrative to be reflected through our programming, exhibits and signage.
5. Inspire all people of Tāmaki Makaurau to use our facility and learn about the wonders of space.
6. Thread the Treaty of Waitangi through our learning, with an understanding of its importance.

During 2020-2021 we hope to launch our Stardome Pop-ups which is an effort to access visitors that have not had the opportunity to visit us on site. Our rolling exhibition schedule is also intended to include members of various communities depending on the theme e.g. Chinese New Year, Matariki, Women in Science, Māori Astronomy, Pacific Navigation.

A focus area for our organisation is the development of local content that can be shown in our planetarium. These shows are intended to be collaborative projects which reach out to the wider community to assist in their production through storytelling.

We will continue to make the facility as accessible as possible through:

- Continuation of the low decile and southern initiative scheme
- Open evenings in line with astronomical events
- Open days for families
- Consistent and affordable pricing
- Community sessions.



SURF LIFE SAVING
NORTHERN REGION

Surf Life Saving Northern Region Incorporated

Surf Life Saving Northern Region (SLSNR) is the lead provider of lifesaving services, coastal aquatic rescue, and beach education services in the region from Raglan to Kaitaia. 10 of our 17 surf lifesaving clubs reside in and service the Auckland region, making up 80% of our Northern Region output and 40% of national lifesaving outputs. While this application is for the service provided by Auckland region clubs, for context we have also provided a holistic view of SLSNR activities and costs.

Our purpose is to ensure the communities in our region can enjoy our beaches safely by preventing drowning and injury on our beaches and coastlines through the provision of lifesaving services and public education. In the Auckland region, there are over 1,500 dedicated lifeguards patrolling 14 beach locations as part of our on-going mission to keep the hundreds of thousands of beachgoers safe every year.

Our strategic objectives are:

1. To grow stronger clubs
2. Deliver lifesaving services
3. Increase operational capability
4. Provide accessible Community Education
5. To be a lead provider of sport and recreation outcomes
6. Increasing sector development and financial support
7. Providing opportunities for everyone.

Auckland is a region with an extensive and often dangerous coastline. The safe enjoyment of our beaches and coastline are an imperative.

Throughout the region SLSNR provides comprehensive lifeguard services, a 24 hr/7 day a week call out capability, search and rescue services and public education programmes. The work we do in drowning and injury prevention is instrumental in making our beaches a safe place for the wider community to enjoy and encourages participation in sport and exercise.

Our surf lifesaving clubs provide opportunities for thousands of volunteers to engage in personal development and to enjoy the enrichment of giving back to their community.

SLSNR's role is to lead, coordinate, support and develop the services of our volunteer surf lifesaving entities in the area of beach safety, patrolling and patrol management, search and rescue, public education and sporting activities.

All our services are targeted at the reduction of drowning and injury on our beaches and coastlines. We achieve this in the Auckland region by:

- Providing dedicated support and best practice tools for our member clubs to ensure sustainable growth, management of volunteers and to provide the resources necessary to deliver a safe and compliant lifeguard service.
- A dedicated full-time lifesaving delivery model, ranging from:
 - Patrolling services - delivered at fourteen locations.
 - Event safety services
 - Emergency response
- Community education programmes are provided on the beach, and in classrooms for school-age children, particularly low decile schools. Delivered at patrolled and unpatrolled locations and urban environments they provide access for the wider community.
- The provision of a volunteer-run sport and recreation programme, from junior surf carnivals to world-class high-performance events and competitions allow thousands in our community to partake in sport and recreation. These activities have proven to be instrumental in attracting and retaining members and encouraging younger members to progress to be qualified lifeguards.

Increasing Demands

We are continuing to see growth in demand for lifeguards to respond to rescues and searches at unpatrolled locations and lifeguards are frequently being expected to respond to emergencies outside patrol times – during the working day, evenings and nights. These numbers are doubling each year. This places two major demands on SLSNR:

- The need to extend the traditional lifesaving services we provide:
 - at an increasing number of beaches (beaches not currently patrolled); and
 - for longer hours and more days of the year at our currently patrolled beaches.
- Providing an expanded scope of response from our lifeguards. Police, other agencies and the community continue to view Surf Life Saving as the primary responder to coastal emergencies including nearshore boating incidents, support for air ambulances, on the beach or near beach vehicle accidents, coastline and ocean search and rescue, land-based search and rescue and local medical emergencies. This is experienced most significantly on the West Coast where we are routinely expected to travel significant distances to critical incidents outside of Surf Life Saving's traditional area.

All of Auckland's diverse population has access to the services we provide. Surf Life Saving Northern Region's Clubs embrace and encourage all ethnicities to join as members. Our membership continues to be representative of the community we serve.

Surf Life Saving incorporates holistic cultural safety and welfare measures such as Rāhui into its patrol operations and delivery. SLSNR is currently engaging with Māori Land Trusts in possession of coastal lands to further support them in delivering coastal water safety outcomes and building resilience.

Community Education programmes teaching beach safety to children are particularly targeted at demographics with high Māori populations with funding specifically sought for low decile schools that might not otherwise be able to attend these courses.

SLSNR continues to target its education programmes across all schools and seeks funding to allow more at-risk groups within the Auckland area to attend programmes. We continually work to reach new areas and audiences and bring our educational opportunities to where it is most needed. Additionally, SLSNR runs pilot programmes with Drowning Prevention Auckland to target new immigrants to Auckland.

Submissions Process for the 2020-2021 Funding Plan

The Auckland Regional Amenities Funding Board published the Draft 2020-2021 Funding Plan on 10 January 2020. Submissions on the plan closed at 5pm on 10 February 2020.

Sixteen written submissions were received, along with requests for three oral submissions to be presented to the Funding Board. Orals submissions were heard on 18 February 2020.

The submissions related to the main themes of:

- a. Requests for additional funding in 2020-2021.
- b. General support for the Funding Plan as published.
- c. Specific support for the increased allocation of funding to the Auckland Philharmonia Orchestra.
- d. A request for a review of the specified amenities and whether additional organisations can be added or substituted as specified amenities.
- e. A request to review the administration and honorarium costs of the Funding Board.

The Funding Board subsequently undertook extensive discussion on the sixteen written and three oral submissions received and gave due consideration to the issues raised within each of the submissions.

The Funding Board:

- Noted the feedback from submitters regarding the benefits funding has brought to the nine Specified Amenities and Auckland overall.
- Declined the request from Auckland Theatre Company Ltd for an additional grant allocation in 2020-2021.
- Approved a one-off /non-recurring additional grant of \$150,000 to Auckland Rescue Helicopter Trust. This additional grant is to match additional funding the trust has secured to cover extraordinary costs associated with the introduction and deployment of the newly commissioned rescue helicopters and the opening of the new helicopter facility at Ardmore following the recent move from Mechanics Bay in the Auckland CBD.
- Noted the feedback from submitters regards the benefits of the additional funding provided to the Auckland Philharmonia Orchestra in support of its proposed new 'Salary Model' changes.
- Noted that several of the submissions were better referred to Auckland Council as the appropriate agency identified in the Act to action the matters raised by the submitters (e.g. admitting new Specified Amenities).
- Noted that the Administration Budget and honorariums had been reviewed and approved by Auckland Council and no further action will be taken.

COVID-19 Pandemic

The commentary on page 42 outlining the Public Submissions process accurately details the process followed and earlier decisions of the Funding Board arising from the deliberations undertaken.

Subsequent to the above, and as a result of a unanimous decision by all the Specified Amenities, the grant allocations and Funding Board honorariums for 2020-2021 will remain the same as 2019-2021.

Directory of Specified Amenities and Associated/Related Entities

Organisation	Balance Date	Charities Registration Number	Website
Auckland Festival Trust	30 June	CC22145	www.aaf.co.nz
Auckland Philharmonia Trust	31 December	CC23611 & CC23607	www.apo.co.nz
Auckland Rescue Helicopter Trust	30 June	CC21935 & CC46529	www.rescuehelicopter.org.nz
Auckland Theatre Company Limited	31 December	CC23655, CC23658, CC48094 & CC50332	www.atc.co.nz
Coastguard Northern Region Incorporated	30 June	CC30031, CC20374	www.coastguard.org.nz
Drowning Prevention Auckland - WaterSafe Auckland Incorporated	30 June	CC11454	www.dpanz.org.nz
New Zealand Opera Limited	31 December	CC22724, CC21944 & CC51542	www.nzopera.com
Stardome - Auckland Observatory and Planetarium Trust Board	30 June	CC20451	www.stardome.org.nz
Surf Life Saving Northern Region Incorporated	30 June	CC21256, CC23043 & CC53628	www.lifesaving.org.nz

All of these organisations are registered with the Department of Internal Affairs – Charities Services (Ngā Rātonga Kaupapa Atawhai) and details for each amenity are available online at www.charities.govt.nz

In early March 2020 Coastguard Northern Region Inc. advised the Funding Board it was withdrawing its funding application for 2020-2021 because of an agreed reorganisation process to apply across the network of Coastguard groups in New Zealand.

Directory

Auckland Regional Amenities Funding Board

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Chair: Anita Killeen

Deputy Chair: Catherine Harland

Directors: Paula Browning
Victoria Carter
Precious Clark
Lyn Lim
Megan McSweeney
Bryan Mogridge
Scott Pearson
Vern Walsh

Advisory Officer: Leigh Redshaw

Bankers: ASB Bank Ltd

Lawyers: Buddle Findlay, Auckland

Auditors: Office of the Auditor-General/Audit New Zealand

Charities Number: CC38181

Legislation: Auckland Regional Amenities Funding Act 2008

April 2020